

DRAFT      5/13/99  
EMPLOYER SERVICES  
ISSUE PAPER/GUIDELINES  
ONE-STOP TRANSITION ISSUES WORKGROUP

## ISSUE

If California is to recognize employers as key players in the WIA One-Stop System, should it provide guidelines to local partnerships for providing services to employers and create indicators to measure a delivery system's performance to employers?

## BACKGROUND

The Workforce Investment Act of 1998 (WIA) establishes two customers to serve in the One-Stop Delivery System; individuals seeking to improve their place in the workforce, and employers.

The act goes into great detail outlining services to individual participants and creates a number of specific performance indicators which operators will be held accountable for in delivering those services. However, the act does not provide clarity on the types of employer services that will advance the new workforce investment system nor does it create equivalent performance indicators to measure an operator's effort to successfully serve the employer community.

In the State One-Stop Grant Application that was submitted to the U.S. Department of Labor in 1996, the following core services for employers were identified: Directory of services; Job applicant data bank; Resource referral; Labor market information; Economic development information; and Rapid response and plant closure assistance. All partnerships receiving One-Stop funding have been required to offer these employer core services. California's One-Stop Career Center System Task Force specifies that employers are one of the primary customers of the One-Stop Career Center System. The WIA - 1998 does not address core services for employers, but does include some specific language for employer activities.

WIA - 1998, Section 117 (d) (7) states that the local board shall coordinate the workforce investment activities carried out in the local area with economic development strategies and develop other employer linkages with such activities.

WIA - 1998, Section 117(d) (8) states the local board shall promote the participation of private sector employers in the statewide workforce investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities, through intermediaries such as the one-stop operator in the local area or through other organizations, to assist such employers in meeting hiring needs.

WIA - 1998, Section 136 (b) (2) (B) includes a customer satisfaction indicator for both participants and employers to which One-Stop Systems will be accountable. Under WIA, local and state boards must have a private sector majority. This requirement recognizes the importance of employer involvement, but more needs to be done to formally recognize employers as a primary customer of the One-Stop system.

WIA - 1998, Section 136 (b) (2) (C) says the State plan may identify additional indicators for workforce investment activities.

In prior work, the One-Stop Task Force Employer Services Subcommittee drafted a comprehensive discussion of employer services in its report, *"Serving Employer Customers Through California's One-Stop Career Center System"*.

## RECOMMENDATIONS

1. Employers should be formally recognized as a primary customer.
2. The "Serving Employer Customers Through California's One-Stop Career Center System" should be adopted as policy guidance to all One-Stop partnerships. Following are two suggested additions to the report: on page 10, Section B. Applicant Screening and Referral: Add a bullet stating "Include a focus of functional labor market needs irrespective of geographic/political boundaries." On page 12, Section D. Training Available to New/Current Employees and Employers, add the following sentence to the second bullet: "Directly involve employers in curriculum development for training courses/programs."
3. The provision of employer core services identified by the One-Stop Task Force should be considered by Local Boards as a mandatory requirement for One-Stop operators in the selection/certification process.

Point of clarification: In order for the Local Board to consider employer core services as a mandatory requirement for their One-Stop Operators, it is assumed that Local Boards will be required to include these services in their local plan.

4. A pilot program should be created in California with the support of the Department of Labor, for the purpose of creating models for "employer performance indicators."

Additional Consideration: The work group was asked to look at existing performance indicators to see if such indicators could be viewed as a reflection of performance by both customers; individual participants and employers, and thereby called "Participant/Employer Indicators".

Section 136 of the Act is titled "Performance Accountability System". The presentation of the system is in two parts named; "Core indicators of Performance" and "Customer satisfaction indicators". Therefore the headings themselves are generic. The description within each of these categories clearly identify that most of them are for "participants" with only a "customer satisfaction indicator" for employers.

By renaming all indicators under the heading of "Participant/Employer Performance Indicators", it would not cause confusion with the language of the act. It could allow for any additional indicators (which is allowed for by the act) created by the state for employers, to also be included in this category.

(A clear vision concerning a two customer workforce system and the role of performance indicators, would need to be articulated in conjunction with the renaming).